



Effects Based Operations



GNW11116

Maneuver

PSYOPS

RW
Aircraft

Civil
Affairs

SJA

PMO

PAO

Desired Effect

Indirect
Fires

CAS

THT

Intel

BILATS

HACC

"If warriors only receive training in the use of hammers, every nail will look like nails." Secretary of Defense Donald H. Rumsfeld



References



- JP 3-0, Doctrine for Joint Operations
- JP 3-09, Doctrine for Joint Fire Support
- FM 3-21.31, The Stryker Brigade Combat Team
- FM 6-20-10, TTPs for the Targeting Process
- Effects-Based Decisions and Actions, *Military Review*, MG James M. Dubik, Jan-Feb 2003
- Effects-Based Operations, *Military Review*, MAJ Robert B. Herndon, et al., Jan-Feb 2004
- Effects-Based Operations: A New Operational Model?, LTC Allen W. Batschelet, *USAWC Strategy Research Project*
- Effects-Based Operations in Afghanistan, *Field Artillery*, Jan-Feb 2004
- Seeking Synergy: Joint Effects-Based Operations, Lt Col(Ret) Price T. Bingham, *Joint Forces Quarterly*, Spring 2002
- Joint Forces Command Glossary, JFCOM website, www.jfcom.mil



Outline

- **Effects Based Operations**
- **Concepts & Capabilities**
- **Joint Effects**
- **21st Century Warfare**
- **Effects Planning Cycle**
- **EBO Example**
- **Questions**



What's an Effect?

“The physical, functional or psychological outcome, event or consequence that results from specific military or non-military actions at the *tactical, operational and strategic*



Desired effects are a set of defined conditions that must be created to achieve the objectives and end state identified within the commander's intent.



Effects Based Operations (EBO)



“A process for obtaining a desired strategic outcome or “effect” on the enemy, through the synergistic, multiplicative, and cumulative application of the full range of military and non-military capabilities at the tactical, operational, and strategic levels.”

- **Today we must think about**
 - **Desired effects on the enemy**
 - **Desired effects on the population**
 - **Desired effects on local government**
 - **Collateral effects of our military operations on the population**
 - **Collateral effects on other Nations**

“We must hold our minds alert and receptive to the application of unglimpsed methods and weapons. The next war will be won in the future, not in the past. We must go on, or we will go under.”

-General of the Army Douglas A. MacArthur



EBO: Concepts & Capabilities



New Concepts & Capabilities?

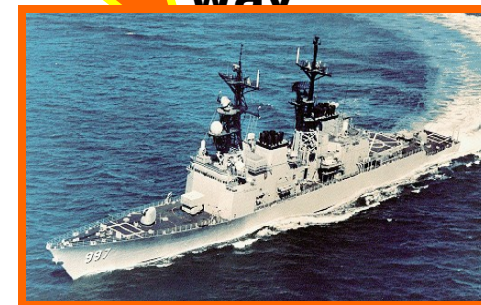
Concepts

- Dominant Maneuver
- Rapid Aerospace Dominance
- Coercive Campaigns
- Cyberwar & Perception Modification
- Rapid Hal
- Network Warfare



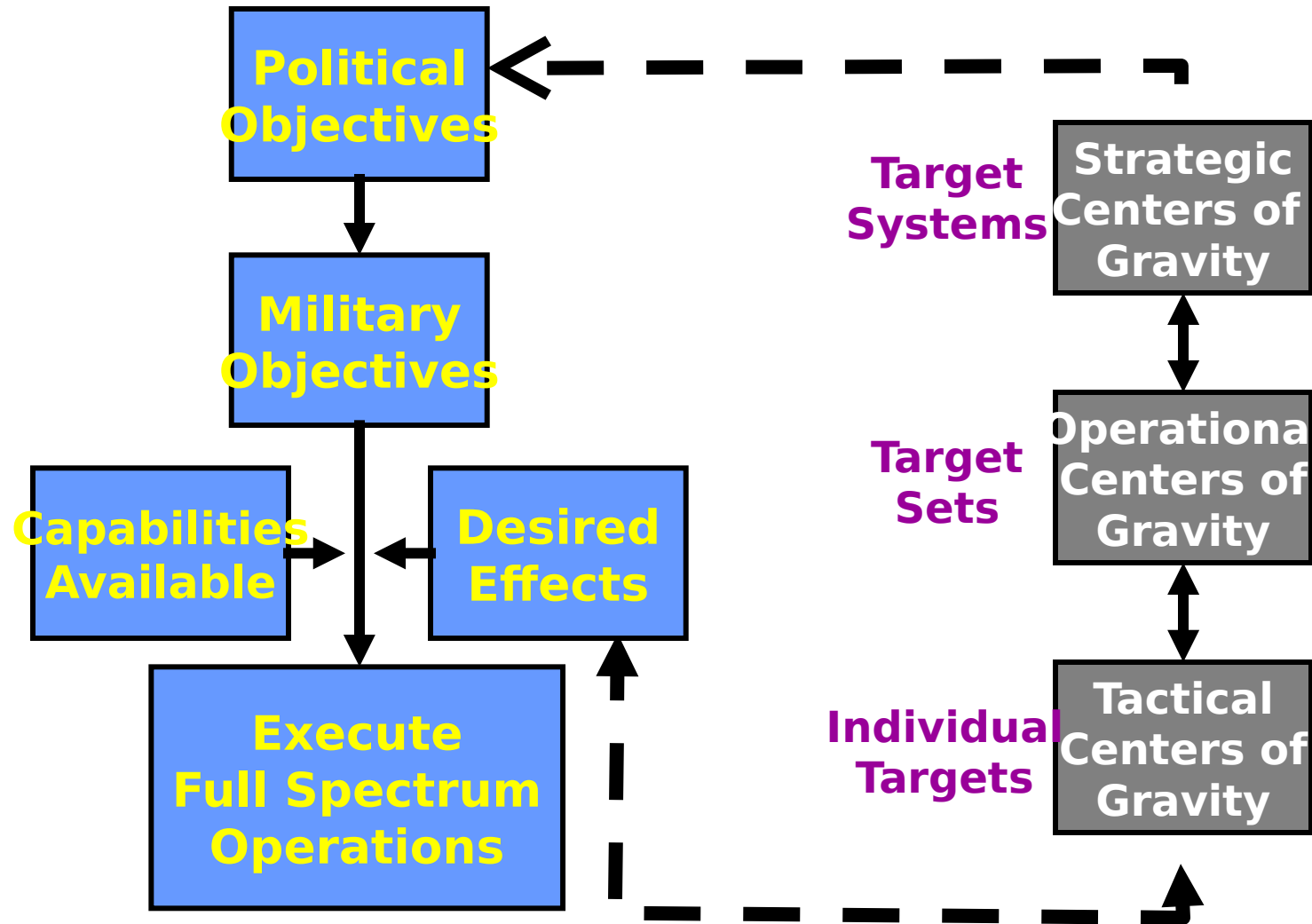
Capabilities

- Global Coverage
- Freedom of Access
- Persistent Overwatch
- Rapid Reaction
- CONUS Reachback
- Fewer forces in harm's way





EBO & the Levels of War





Joint Effects

Effects Based Warfare - The application of armed conflict to achieve desired strategic outcomes through the effects of military force.

Effects-Based Operations Fundamentals

- 1. Needs to Focus on Decision Superiority**
- 2. Applicability in Peace and War (Full Spectrum Operations)**
- 3. Focus beyond Direct, Immediate First-Order Effects**
- 4. Understanding of the Adversary's Systems**
- 5. Ability of Disciplined Adaptation**
- 6. Application of the Elements of National Power**
- 7. Ability of Decision Making to Adapt Rules & Assumptions to Reality**



EBO in the 21st Century



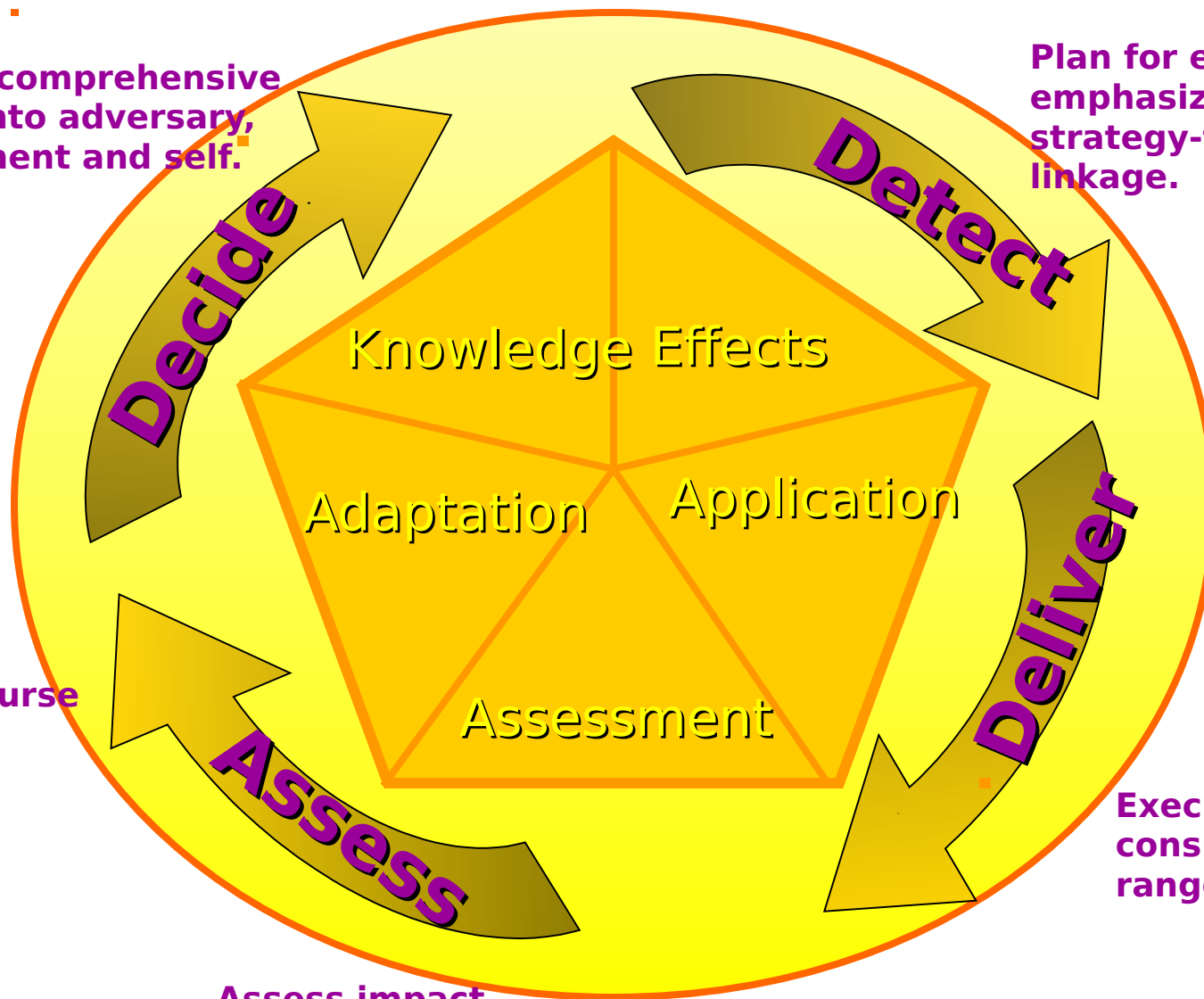
Warfare	Battlespaces	Effects	
<u>Forms/Types</u> <ul style="list-style-type: none">• Conventional• Terror• Drug• NBC (WMD)• Information• Global economics & trade• Individual product• Agricultural• Ecological/environmental• Value wars• Idea wars• Genetic/genome• International financial• Civil• Societal/cultural/tribal• Counter-Insurgency	<u>Physical</u> <ul style="list-style-type: none">• Rural• Urban• Cyber/virtual networks• Media• Space• Individual humans <u>Mental/Cognitive</u> <ul style="list-style-type: none">• International/cultural• National/societal• Regional/Sub-National• Communities of interest• Leadership of subgroups• Familial• Individual	<u>Effects</u> <ul style="list-style-type: none">DisorganizeDegradeDenyDistrustInformInfluenceIsolateCo-Opt <u>Orders of Effects</u> <ul style="list-style-type: none">First Order (direct)Second OrderThird OrderFourth Order <u>National Instruments</u> <ul style="list-style-type: none">• Diplomatic• Informational• Military• Economic	<u>Effects Duration</u> <ul style="list-style-type: none">• Nanoseconds• Minutes• Hours• Days• Years



EBO Cycle

Develop comprehensive insight into adversary, environment and self.

Plan for effects, emphasizing strategy-to-task linkage.



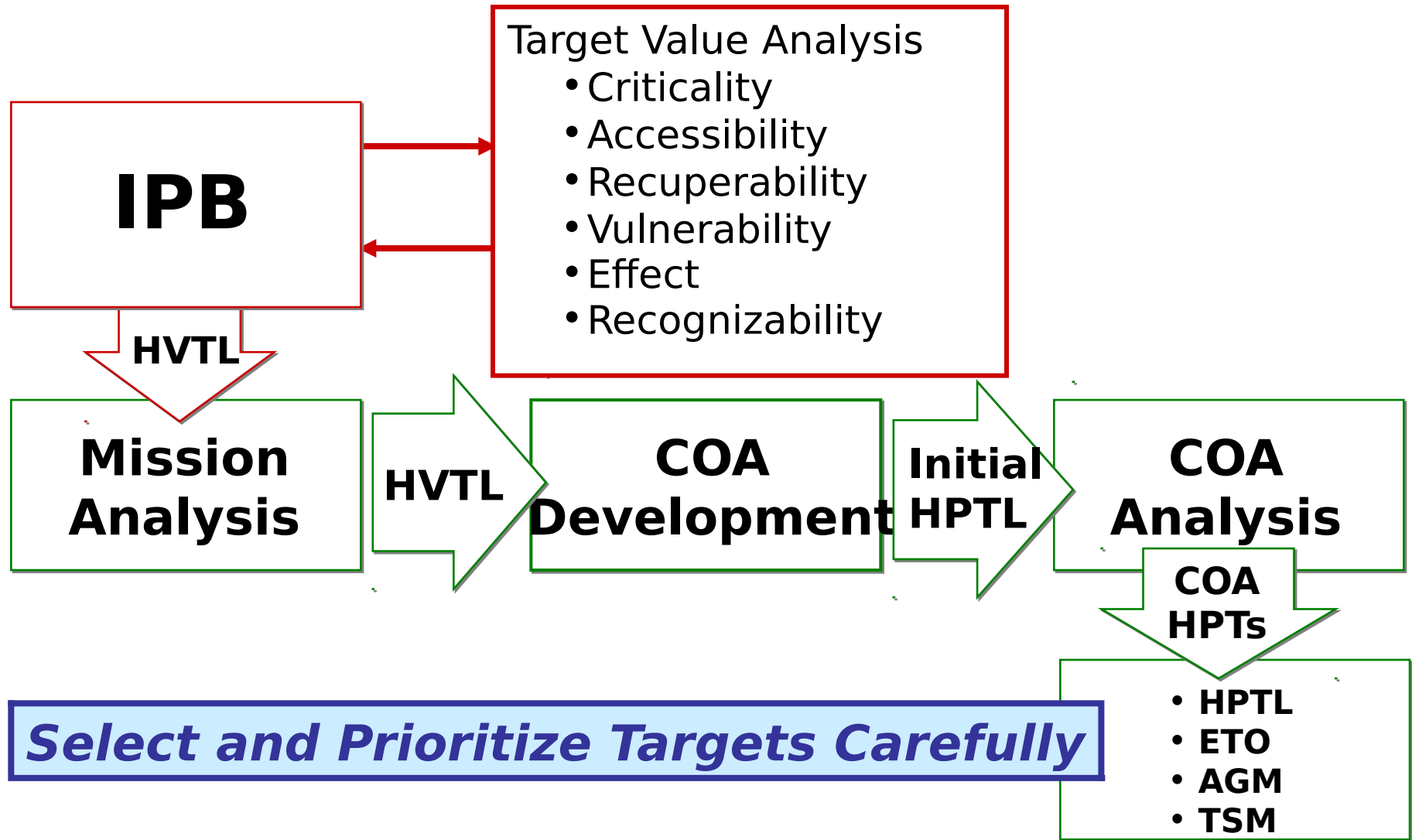
Adjust Course of Action.

Execute plan, considering full range of capabilities.

Assess impact of effects.

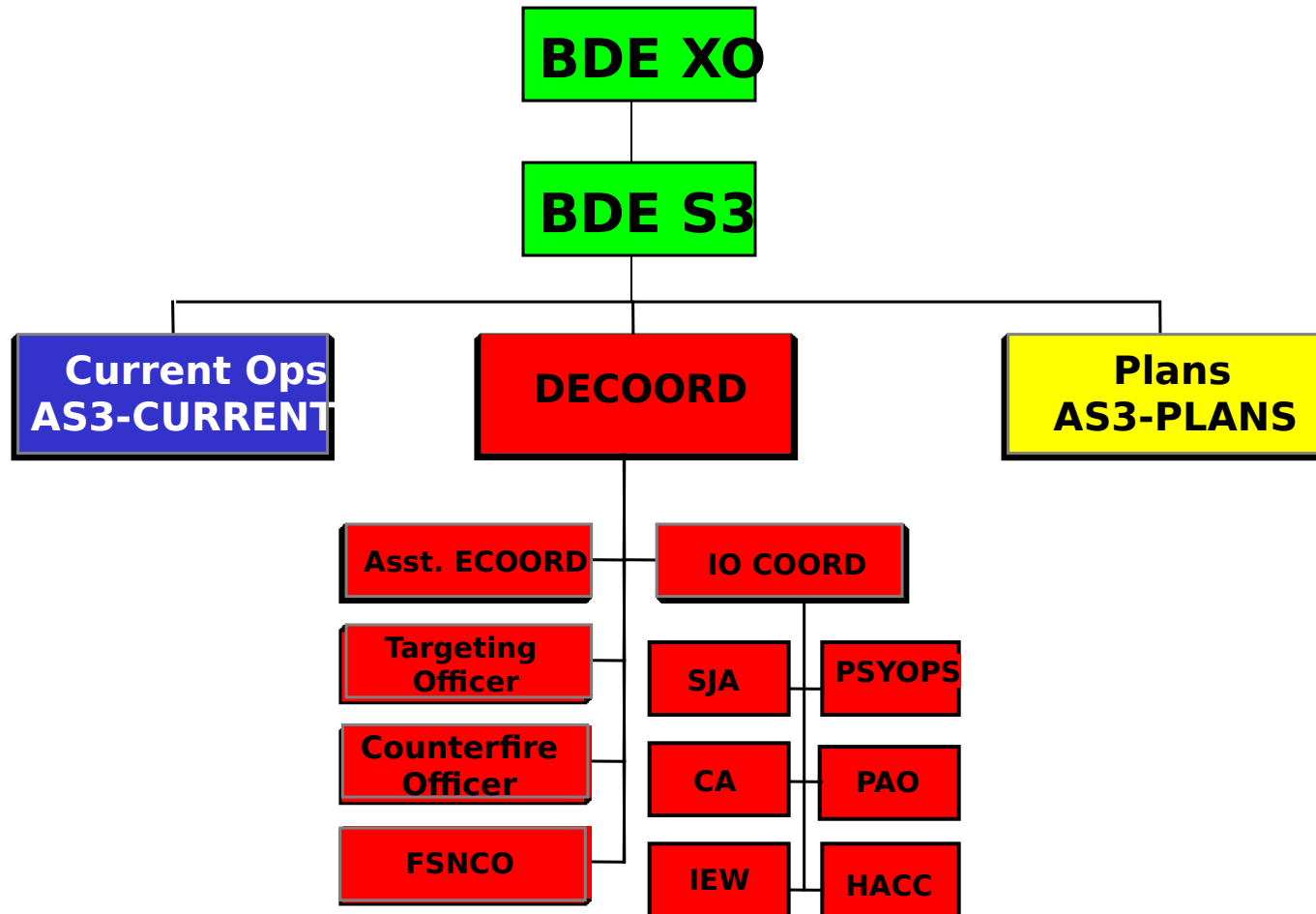


IPB, Targeting, & MDMP





SBCT S3 Section & ECC



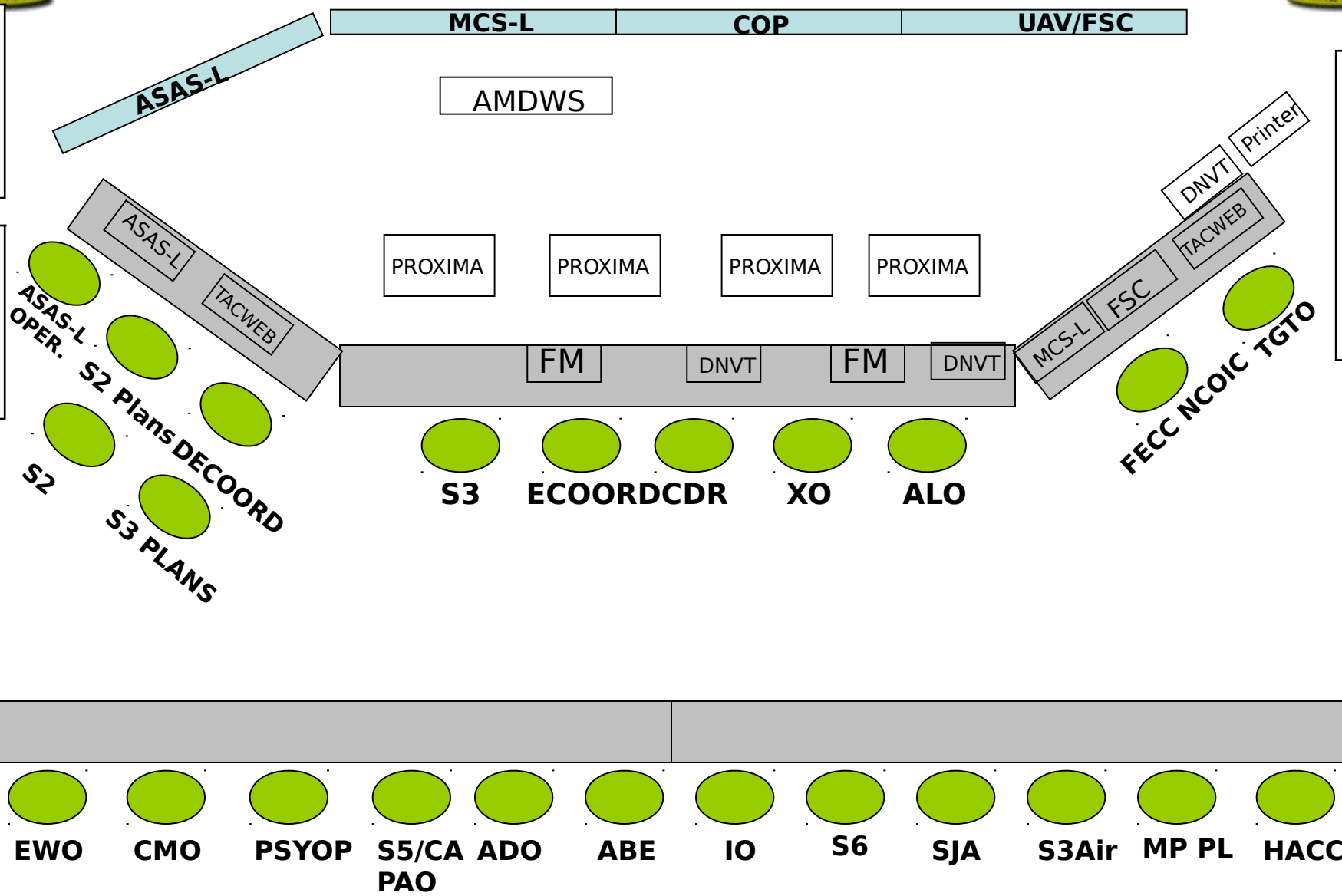


Battle Command Center/FECC

MAPBOARD

MAPBOARD

TARGETING AGENDA





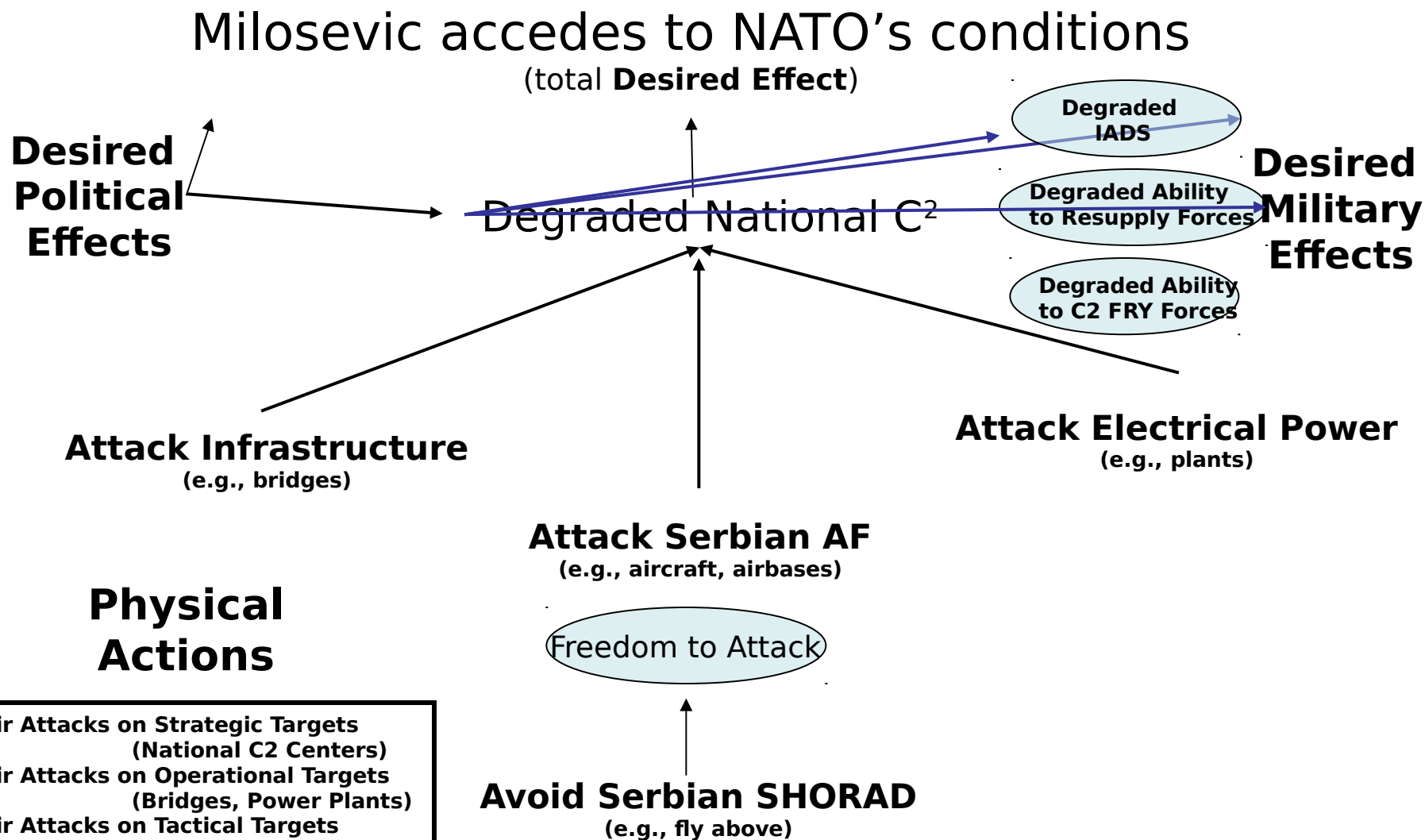
EBO Example-Kosovo



Operation ALLIED FORCE



Operation Allied Force EBO Example





EBO Example-Afghanistan



Operation ENDURING FREEDOM



LOOs

End State

A GOA Capable of Preventing the Re-Emergence of Terrorism and Does Not Harbor Terrorists



Enable Afghan Institutions

Remove Causes of Instability

Deny Sanctuary & Counter Terrorism

Primary Function

Provide Freedom Of Action and Force Protection Of Coalition Assets

Gain Support Indigenous Population

Obtain Support of Neighboring Countries

Destroy/Seize Terrorists

Enabling Function

Disrupt and Exploit C4ISR

Destroy Training And Staging Camps

of High Quality Cache Sites Destroyed

Disrupt Funding

Quantify Success

Means of Quantification

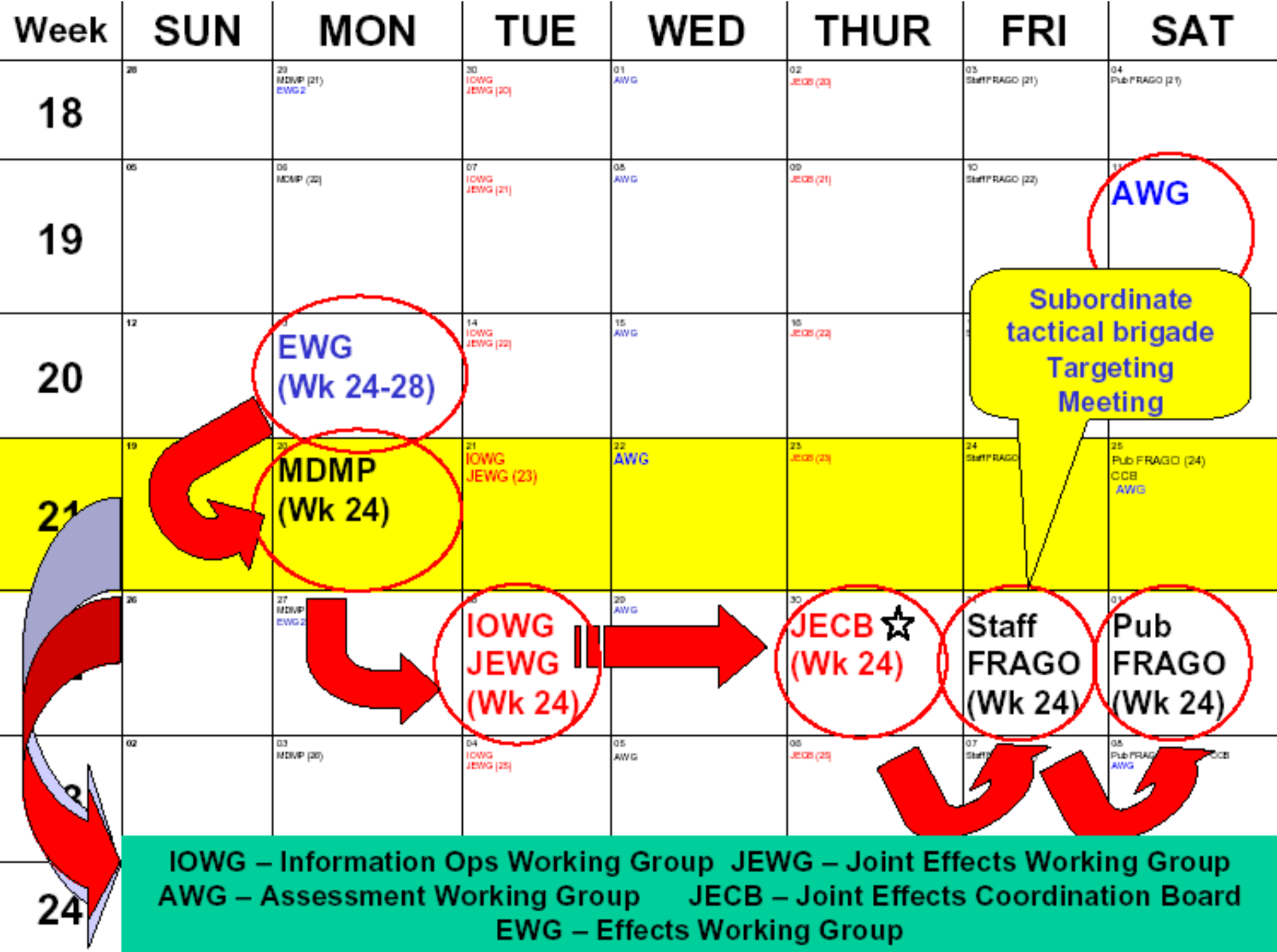
Disrupt Enemy Operations

Individual Explosive Devices Seized

of Enemy Ambushes Thwarted

of Meetings Interrupted

of Assassinations Thwarted





SAMPLE EFFECTS SYNCHRONIZATION MATRIX



Effects Synchronization Matrix

Area of Operations: vic:

Operation: Eff DTG:

Decide						Detect			Deliver				Assess				Remarks
Pri	Effect #	DMP1	CAT	Description/Location	NAI	Agency	Asset	When	Agency	Asset	Effect (Non-lethal)	Effect (Lethal)	Agency	Asset	Effect (Non-lethal)	Effect (Lethal)	
1			C3	Key Friendly Leaders Of Kandahar		CJSOTF JCMOTF BDE	TPT CAT-A MAN	P	CJSOTF JCMOTF BDE	TPT CAT-A MAN	Influence to maintain support of ITGA	N/A	CJSOTF JCMOTF BDE	TPT CAT-A MAN	Locals report On ACMs Caches and Support ANA	N/A	
2			C3	Key AQ, TB Leaders In villages of region		LRSD MINT SIGINT CJSOTF BDE	MAN PREDATOR RJ, U2 AC-130	A	LRSD CJSOTF CJTF TPT CAS AVN FS	MAN CAS LEAFLET LOUD SPEAKER AH-64 ARTY MORT	ACM ldrs make Poor tactical Decisions, stand And fight or Surrender. ACM Has difficulty Recruiting and Distrust sown Among force.	Kill or Capture	LRSD MINT SIGINT CJSOTF BDE	MAN PREDATOR RJ, U2 AC-130	MCE: -ACM stay in pos -ACM destroyed in detail -ACM fighters Surrender -ACM cannot Rally forces	Ldrs PUC'd Comms Disrupted AQ, TB units destroyed	Delivery follows TST Execution Matrix.
3			MAN	TB, AQ Fighters In groups of 15-20	S34 S38 S28	LRSD MINT SIGINT CJSOTF BDE	MAN PREDATOR RJ, U2 AC-130	A	LRSD CJSOTF CJTF TPT CAS AVN FS	MAN CAS LEAFLET LOUD SPEAKER AH-64 ARTY MORT	ACM ldrs and Soldier hostile Giving coalition Opportunity to Close and Destroy. Instill Distrust between Leaders and Fighters.	Maneuver Forces Destroyed & unable To Mass	LRSD MINT SIGINT CJSOTF BDE	MAN PREDATOR RJ, U2 AC-130	MCE: -ACM bunch up On trails -ACM does not Egress -ACM forces do Not rally after Engagement.	Maneuver Forces Destroyed & unable To Mass	
4			Populace	Sali Kalay	V594	CJSOTF BDE & Embedded CAT-As	CJSOTF BDE & Embedded CAT-As	P	CJTF LRSD CJSOTF BDE TPT CAT-A	MLDEC MAN FIF LEAFLET LOUD SPEAKER	Influence to: -Maintain sp for ITGA -Stability leads To reconstruction -Support ANA -Turn in TB, AQ forces	N/A	CJSOTF BDE & Embedded CAT-As	TPT Follow-up CJSOTF JCMOTF	MCE: -Population does Not interfere With Coalition -Some ACM Turned in to Coalition -ANA accepted ITGA receives Public support	N/A	

Legend: Green = IO Themes for leaders
Blue = IO Themes for fighters
Purple = Effects for Themes aimed at Population



Effects Based Operations



Practical Exercise



Practical Exercise



The security situation in Fallujah has deteriorated rapidly. MNC-I has ordered Task Force Thunderbolt to re-establish control of the city and conduct SOSO to create a safe and secure environment.

You are the 16th “Strike Hard” SBCT Staff and you’re currently located in Camp Mercury. Your staff must leverage the effects of lethal and non-lethal fires and assets to drive our MDMP Operation BLACKHEART.

You will produce an Effects Estimate to be used during Mission Analysis by the DECOORD in his briefing to the SBCT Commander.

- TF FRAGO, INTSUM, satellite imagery

The SGI will serve as the BDE XO and your staff is composed of:

BDE S2

Asst BDE S2

BDE S3

Asst BDE S3

Deputy ECOORD

IO COORD

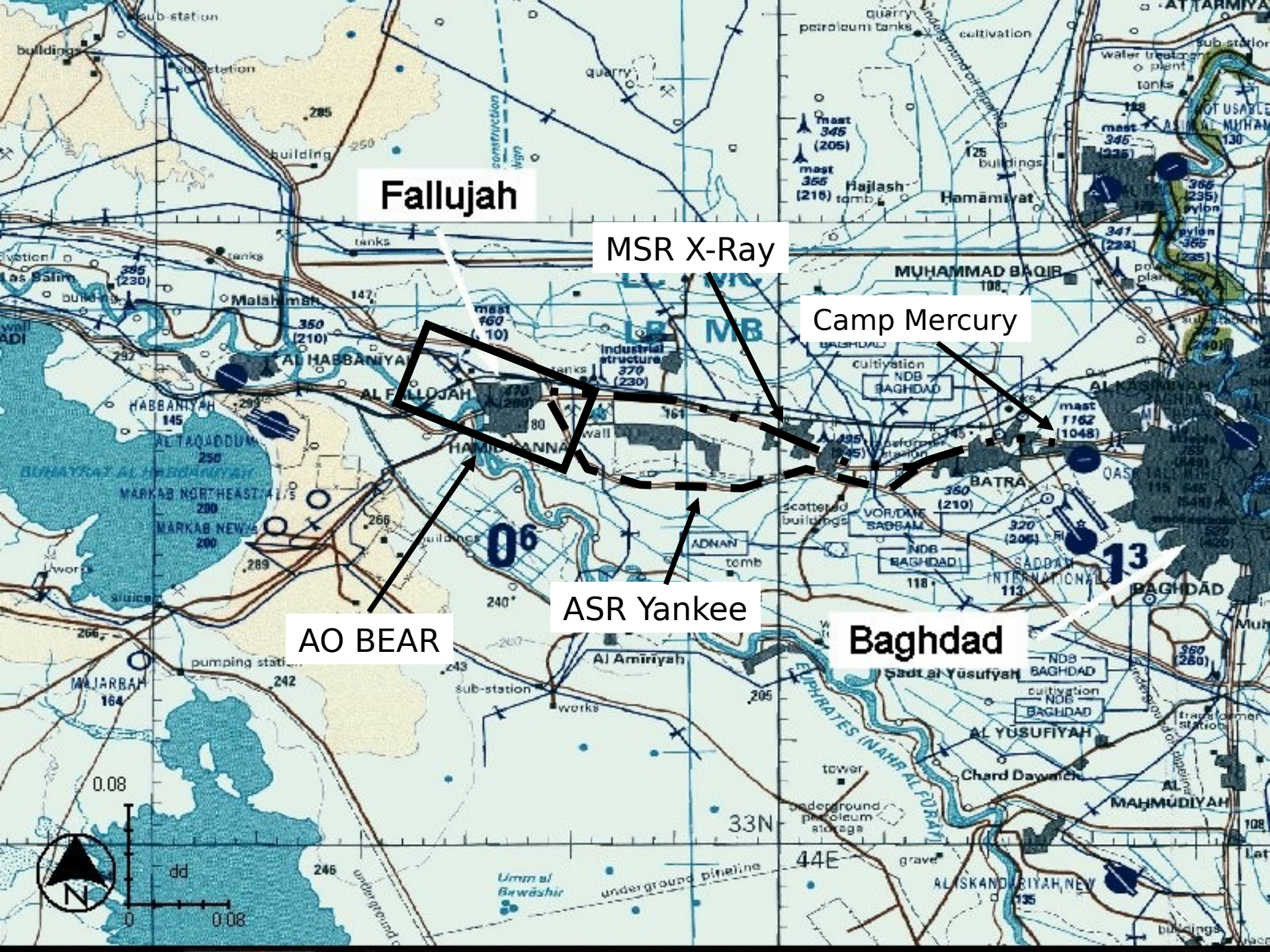
ALO/AVN LNO

BDE S5

PSYOPS/CA COORD

HA COORD

EWO



Fallujah

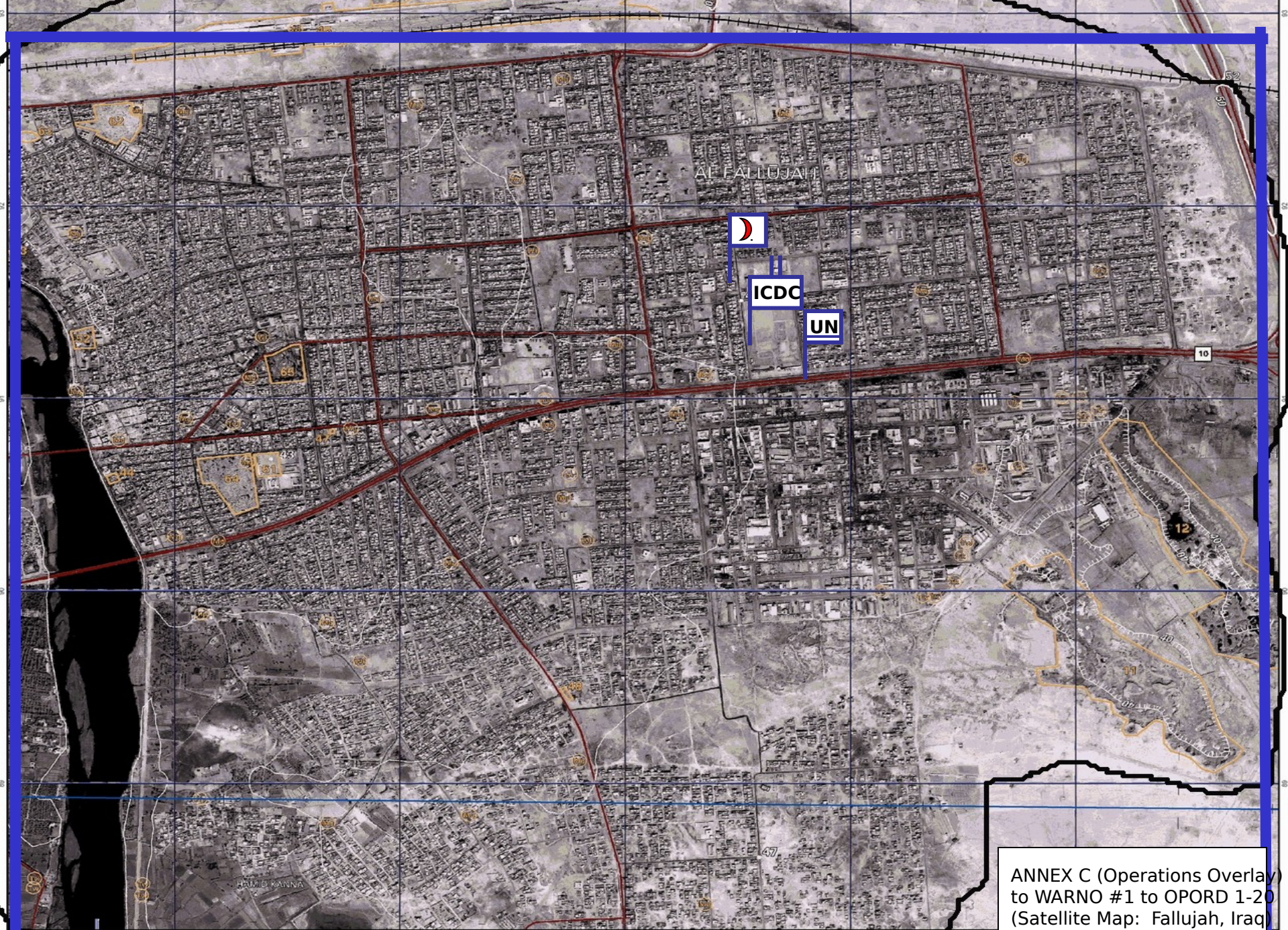
MSR X-Ray

Camp Mercury

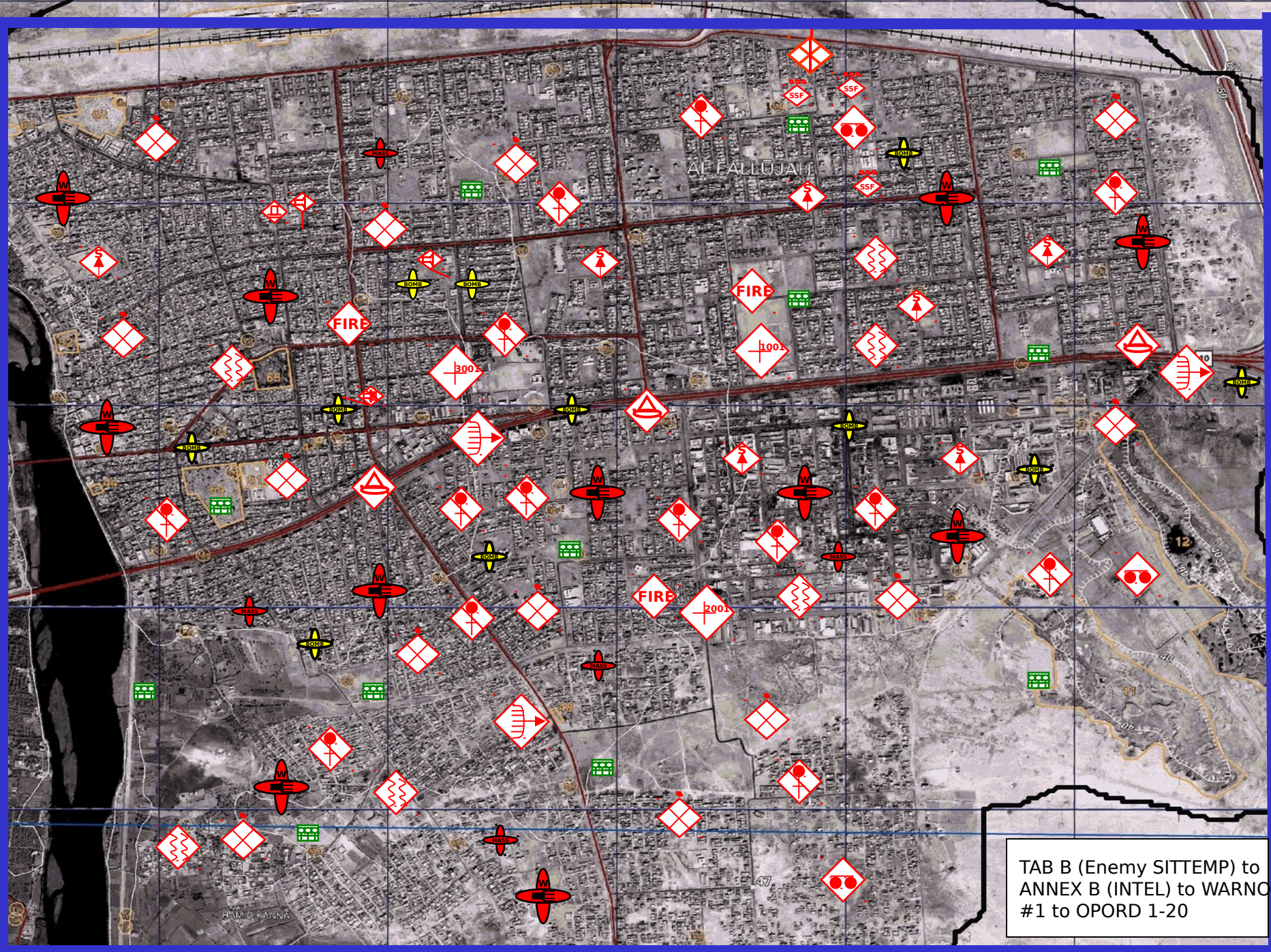
ASR Yankee

AO BEAR

Baghdad



ANNEX C (Operations Overlay)
to WARNO #1 to OPORD 1-20
(Satellite Map: Fallujah, Iraq)



TAB B (Enemy SITTEMP) to
ANNEX B (INTEL) to WARNO
#1 to OPORD 1-20

**Limited Government
Controlled Area**

**"FRE"
Controlled
Area**

**Government
Controlled
Area**

Insurgent Controlled Area

TAB C (Enemy Influence) to
ANNEX B (INTEL) to WARNO
#1 to OPORD 1-20



Effects Based Operations



QUESTIONS